

## **4 W's of Change**

- 1. Why we have to change**
- 2. What it will look like when we're done**
- 3. Which way do we go – determining a step by step plan?**
- 4. Where do we need your help - what is your role?**

## **Why we have to change**

**“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.” – Charles Darwin**

**Ladies and gentlemen these are extraordinary times. Our Army is developing new doctrine and TTPs in combat as fast as we can capture it and get it to print (sometimes faster). We are a learning, adapting force in a global war.....and so is our enemy.**

## **FM 3-0 and the need for change**

- **Era of “persistent conflict” – a period of protracted confrontation among states, non-state, and individual actors increasingly willing to use violence to achieve their political and ideological ends.**
- **Future success will require application of all instruments of national power: diplomatic, informational, military, and economic**

- **Stability or civil support operations now equally weighted with offensive and defensive operations.**
- **Trends that will affect ground force operations in an era of persistent conflict: globalization, technology, demographic changes, urbanization, resource demand, climate change and natural disasters, proliferation of weapons of mass destruction and effects, and failed or failing states.**

**This new doctrine is adaptive and appropriate for the struggle we as a nation find ourselves in. As you all know, doctrine is the first cornerstone laid in DOTMLPF because it guides and drives the others....until we get the force structure equation of our new doctrine right, we cannot pave the rest of the path to success.**

**Our doctrine and TTPs change, and so must our organization. This great Army of ours has seen the entire force go “modular” since 9/11 in one of the largest structural overhauls this Army has seen since WWII, and we did it while fighting a war on two fronts – now that epitomizes flexibility!**

## **What it will look like when we're done**

**This week we need you to focus on how to restructure the Corps and Division HQ. This is not an easy task, but it is an important task. At a recent 3 star conference with the CSA, I was repeatedly asked about this very topic – our leaders care about the outcome of this symposium.**

**There are undoubtedly cynics out there who will say, “He’s going to tell us to do more with less.” Well, not really. I’m going to challenge you to become more adaptive, perhaps less hierarchical and rigid.**

- **Story about 82<sup>nd</sup> ABN DIV and modularization/transformation process (good, bad, ugly).....and fighting those new units in Katrina and OEF/OIF – 5/73 CAV examples, etc.**



**Our Army as a whole must do something that we at CAC have embraced and are living every day. Leaders model change, and we're not asking you to do anything we haven't done ourselves. (show CAC reorg slides)**

**In the past year, CAC and the STRATCOM team have completely overhauled our task organization.....and it wasn't because the Army was throwing extra bodies at us – it was because we had to become more nimble to meet our ever changing environment – i.e. blogging - you must find an adaptive person who is skilled in that, or is willing to learn, and you figure it out.**

**Which way do we go – determining a step by step plan?**

**Look, our Army has more combat experience in it than it ever has, and frankly, a lot of that experience is in our junior ranks – precisely where some of our most adaptive, innovative thinkers are. This is a deep well that we can.....and must draw from.**

**Perhaps you will determine that senior billets must be filled with younger leaders. Our Army has had to pull young, innovative talent up before in times of war – and the institution not only survived – it flourished.**

## **LTG James Gavin example of young leadership in WWII**

- **35 yr old Regimental commander of 505 PIR, 82<sup>nd</sup> ABN**
  - **ABN Ops were a largely untested force at the time**
  - **First BDE sized airborne assault in combat**
- **37 year old 82<sup>nd</sup> Airborne Division Commander**

**As you proceed this week, I want you to keep several imperatives in mind:**

- **CSA's guidance is that we balance requirements with what the Army can reasonably resource**
- **We cannot have a “hollow force” where MTOE states allocations that the Army cannot fill**
- **Currently our requirements exceed our #s**
- **547K force is reality**
- **Compare risks associated with various COAs so decision makers can do what is best for our force and our nation**

## **Where do we need your help - what is your role?**

**You all are smart....and I trust you. I'm not going to tell you exactly what I think the answer is – that's why you're here.**

**John Maxwell – Failing Forward**

**All roads to achievement lead through the land of failure. Every person you admire has walked this road: the Wright brothers, Mary Kay Ash, Amelia Earhart, Hank Aaron, and George Bernard Shaw have all experienced failure and learned how to turn it into a stepping stone for success. Leadership expert Peter Drucker says, "The better a man is, the more mistakes he will make, for the more new things he will try."**

**Don't be afraid to try new things and think outside the box.**

**Thomas Edison: Thomas Edison failed thousands of times before he revolutionized the world by inventing and patenting the incandescent light bulb.**

**I want to challenge you all to establish a process these next several days to allow for maximum input from all participants. This will give everyone “buy-in” and create less resistance when it comes time to implement your proposed changes. Make a sincere effort to reconcile any dissent, and the key to this is active listening and serious consideration of the dissent. If you’re in the majority, consider the merits of those who see things differently before you codify your final decisions. Best of luck to you all. The Army is looking forward to seeing the outcome of this symposium.**